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People & OD Committee

For Assurance – Culture Action Plan

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Purpose

The purpose of this report is to provide the People and Organisational Development Committee with assurance that the following Strategic Risk Register action has been met:

Establish a high-level plan which will deliver desired culture
(to include communication and engagement aspects)



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Our IMTP Commitments



People & OD 'Big 3' – Our Strategic Priorities

- **Culture and Experience**

- A compelling cultural narrative
- Shaping work around life
- An employee value proposition – Our People Promise
- Equality, diversity and inclusion

- **Organisation Effectiveness**

- Skills to deliver the long-term strategy
- Change management capability
- Skills and agility
- Organisation design

- **Resources and Processes**

- Policy, processes and systems
- Analytics and insights



Our Ambition: A flexible, sustainable and thriving Public Health Wales workforce, with the capability, capacity and desire to successfully deliver our long-term strategy

IMTP Milestones 2024-25

- Develop a strategic approach to employee engagement which responds to the results of the 2023 employee survey, medical engagement survey, culture assessment, employee value proposition and other inputs and an action plan for how this will be delivered
- Identify measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement and create a dashboard to provide insight and assurance



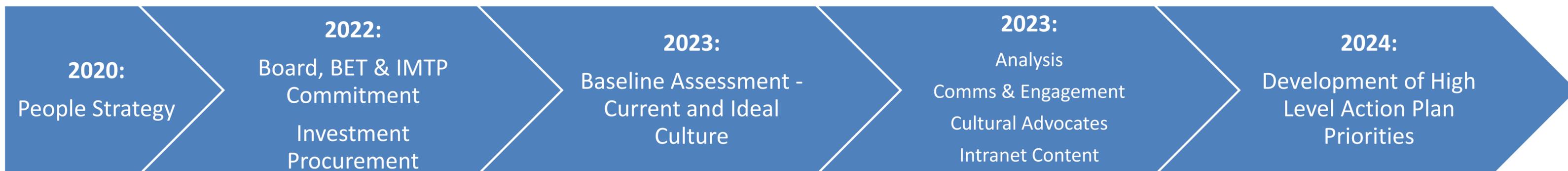
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“Look Back”



The Story So Far



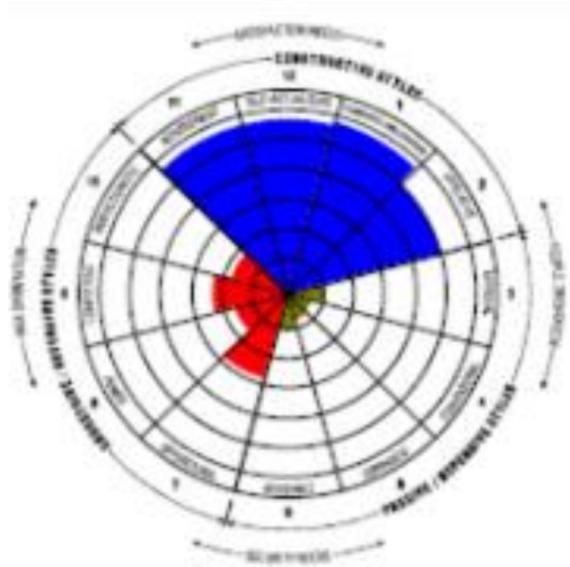
Closing The Gap

Ideal Culture –
aligned to strategy

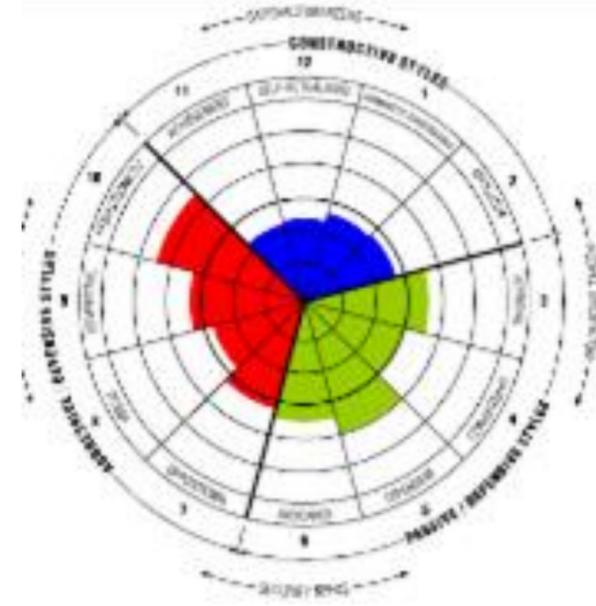
Causal Factors

Actual Culture

Outcomes



Vision & Mission
Leadership
Structure, Roles and Responsibilities
Systems & Processes
Governance
Skills



Motivation
Engagement
Intention to Stay
Quality
Customer Satisfaction
Reputation
Adaptability to change

The behaviours that
should be expected of me

The way things are done
around here (that cause
me to behave as I do)

The way I am expected to
behave around here (in
order to survive or thrive)

How I feel and how I
perform



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High Level Action Plan Priorities



Action Plan Priorities

- Cultural narrative refresh
- Regular SBET discussion, with Execs championing:
 - Leading with Impact
 - Leadership Academy
 - Being Our Best
- Directorate/Divisional Culture Action Plans
- Reviews of systems and processes
 - including My Contribution
- Cultural Advocates
- Roles and Responsibilities
 - 'Culture is everyone's responsibility – no magic tool'
- Development of cultural tracking measures
- Addressing Psychological Safety
- Reinforcing:
 - Link to outcomes and staff survey
 - Consistency not intensity
- "Just One Thing"
- Aligning culture with Duty of Quality

What else are we doing?

Behaviour
How people
conduct
themselves
shows what is
expected

- Our values and Being our Best – our framework that sets out our behavioural expectations of everyone
- Our Management and Leadership approach

Our Decision Making shows what is valued

- Our People Promise
- Managing Change
- Charters and Etiquette
- Internal equality
- Investment

Our Processes and Systems show what we value

- WHIWB
- My Contribution
- QOS
- Agile/Agility



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Culture – Not a Quick “Fix”

Culture – Not a quick ‘fix’

- Harvard Business Review 2016
- Intensity vs Consistency
- Continuous evolution
- An outcome – of intentional effort



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Strategic Risk Register Action: Assurance

Recommendation

Strategic Risk Register Action:

Establish a high-level plan which will deliver desired culture (to include communication and engagement aspects)



The People & OD Committee is asked to take **Assurance** that the Strategic Risk Register action has been met